



DEPARTMENT OF THE ARMY
HEADQUARTERS, 3rd BRIGADE, 3rd INFANTRY DIVISION (MECHANIZED)
9050 KELLEY HILL
FORT BENNING, GEORGIA, 31905-5900



AFZP-VI-C

COMMAND POLICY LETTER NO. CO-4

EQUAL OPPORTUNITY

1. References: None.

2. Applicability: This policy is applicable to all 3D Brigade Combat Team (BCT) units and personnel living and working on Fort Benning and, as appropriate, to 3D BCT units and personnel stationed at Fort Stewart.

3. Purpose: Equal Opportunity and Fair Treatment of Soldiers and their Family Members are a Hammer Standard. It is to be expected and is non-negotiable.

4. Policy:

a. Soldiers are to be trained, assigned, promoted, and managed on the basis of merit, fitness, and capabilities, not race, color, religion, gender, national origin, or favoritism. The effect such treatment has on morale, discipline, and command authority relates directly to our war fighting ability.

b. But, this policy goes beyond awards, promotions, and assignments. It applies to daily interaction. When a Soldier is singled-out publicly, belittled, treated disrespectfully, or when corrective actions or comments become personal attacks, that Soldier is receiving unfair, unequal treatment by incompetent leadership. Such action brings great discredit upon our unit and our Service, and the targeted Soldier loses any commitment to our organization and any desire to obey.

5. Procedure: All leaders are charged with setting the example and providing an environment free of discrimination, verbal abuse, intimidation, and/or derogatory comments. These acts undermine unit cohesion and esprit de corps. They will not be tolerated. I expect


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SUBJECT: EQUAL OPPORTUNITY

commanders to take action to eliminate discrimination and unfair treatment. Use all available administrative and disciplinary tools!

A copy of this letter will be posted on all unit bulletin boards, read be all personnel during unit in-processing, and brought to the attention of all unit personnel at least quarterly during appropriate training.

6. Proponent: The proponent for this policy is the Brigade EO Representative, 544-2507.

A handwritten signature in black ink, appearing to read 'AAC', with a long horizontal stroke extending to the right.

ANTHONY A. CUCOLO III
COL, IN
Commanding

Distribution:

A+